

Approved For Release 2002/07/10 : CIA-RDP78-05551A000200050011-8

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Comptroller

DATE: 7 March 1960

FROM : Assistant Comptroller

SUBJECT: Comments on IG Survey of the CIA Career Service

1. It is doubtful if anyone will disagree seriously with the first half of the IG report on the CIA Career Service. If anything, some may feel that the condemnation of the present program may be a bit too strong.

2. The second half of the report, however, starting with the paragraph on "Fundamentals of Career Development", will most certainly provoke strong differences of opinion. Some of these differences may very well be occasioned solely by misinterpretation of what is intended. Careful review of the report none-the-less forces the writer to conclude that the intention is to limit career status to selected personnel in DD/P, DD/I, or to recruits who have "graduated" after a five year training program in intelligence work. DD/S positions would thus apparently be limited to the GS-13 level unless filled by a "careerist" since on page 23 of the report it is stated:

25X1 ☐ "... the ultimate goal of this program is to fill the supergrade executive positions and the several hundred senior management positions (GS-14 and 15) with the best qualified people who have been developed to the fullest extent in intelligence work."

3. Recruitment and development under the proposed program would be concentrated solely toward achieving a "hard core of professional intelligence officers" (collectors, collators, evaluators, analysts, and interpreters of information) with separate occupational career services for administrative support officers, clericals, technicians, and specialists. With respect to the later the report states on page 35 that:

"... they are brought into the Agency laterally at senior grade levels and career development potential is minimal if it exists at all. They should be regarded as non-careerists in intelligence and should not be intermingled with true careerists."

If, as indicated in the report, all the senior management positions are earmarked for "intelligence careerists" as distinguished from

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"non-careerists", the prospects of obtaining qualified personnel for the support positions would for all practical purposes be nil. An intelligence careerist as defined in the IG report, could not carry out the responsibilities of Chief, Medical Staff, for example, nor could the Agency expect to obtain the services of a qualified physician at a GS-13 salary. This would apply equally to the other support components under the DD/S.

4. It is consequently felt that the establishment of a career development program along the lines recommended in the IG report would do more harm than good. Some provision must be made so that personnel engaged in intelligence support activities can be considered part of the team. Similarly, provisions must be made for the injection of new blood for the DD/S as well as the DD/P and DD/I components. With complete emphasis being placed on the recruitment and development of intelligence careerists, DD/S could only obtain future senior management personnel from two sources; i.e., (1) those junior professionals who do not qualify for the "hard core" after their five year training program and who elect to stay with the Agency, or (2) lateral transfer from other Agencies or industry. This, it is submitted, is neither realistic nor feasible.

5. The establishment of a CIA Career Development Board as recommended in paragraph 18a functioning independently of the chain of command but authorized to pass on questions of recruitment, promotions, reassignments and training of all employees regardless of grade or level would effectively remove the last vestige of authority and responsibility from the Director of Personnel. The reverse course of action would appear more desirable; namely, restore to the Director of Personnel those authorities and responsibilities which have been usurped by the various Board and Panel mechanisms.

6. Under this concept it might very well be best to continue the CIA Career Council under the chairmanship of the Director of Personnel. As indicated in the report the efforts put forth under the present system have resulted in some notable successes:

a. The JOT Program, which the report indicates has been successful from the beginning and which the IG recommends be expanded and used as a basis for meeting future management requirements, but under the direction of a CIA Career Development Board.

b. The fact that the Agency today is more conscious of its human resources than any Agency of Government. (Page 6 of the Survey)

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c. The competitive promotion system and related improved personnel management procedures achieved under the program.

7. The deficiencies in the present program as summarized so well in the IG survey should be considered by the CIA Career Council and action taken to remedy the situation within established command channels. This would include action on both major programs recommended by the IG; i.e., meeting present needs for a general improvement of performance at all levels through development and the other of establishing the long range program to meet the Agency's future needs. Since the IG survey contemplates that the Office of Training would have basic administrative responsibility for the latter program similar to the procedures followed under the current JOT Program, there appears little to be gained by establishing another board at this time.



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